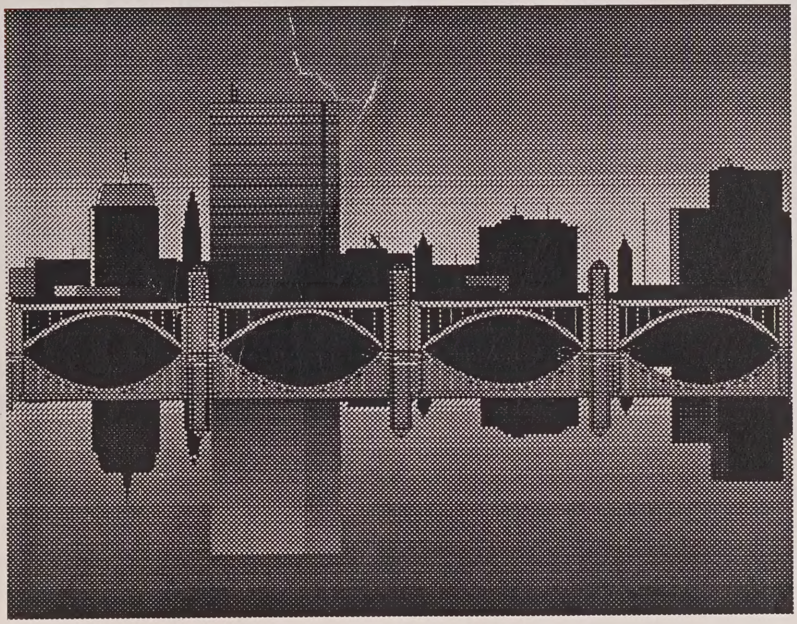
BOSTON'S HOTEL MARKET

Setting the Pace for the Nation and Poised for Future Growth



CITY OF BOSTON
Thomas M. Menino, *Mayor*

Marisa Lago
Chief Economic Development Officer

BOSTON'S HOTEL MARKET

Setting the Pace for the Nation and Poised for Future Growth

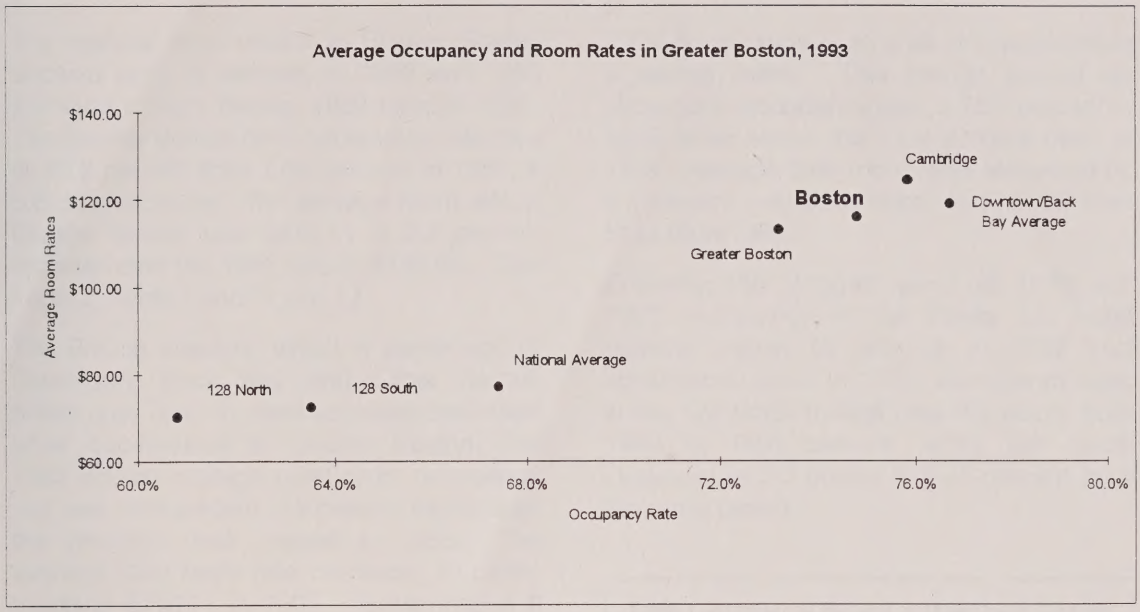
Executive Summary

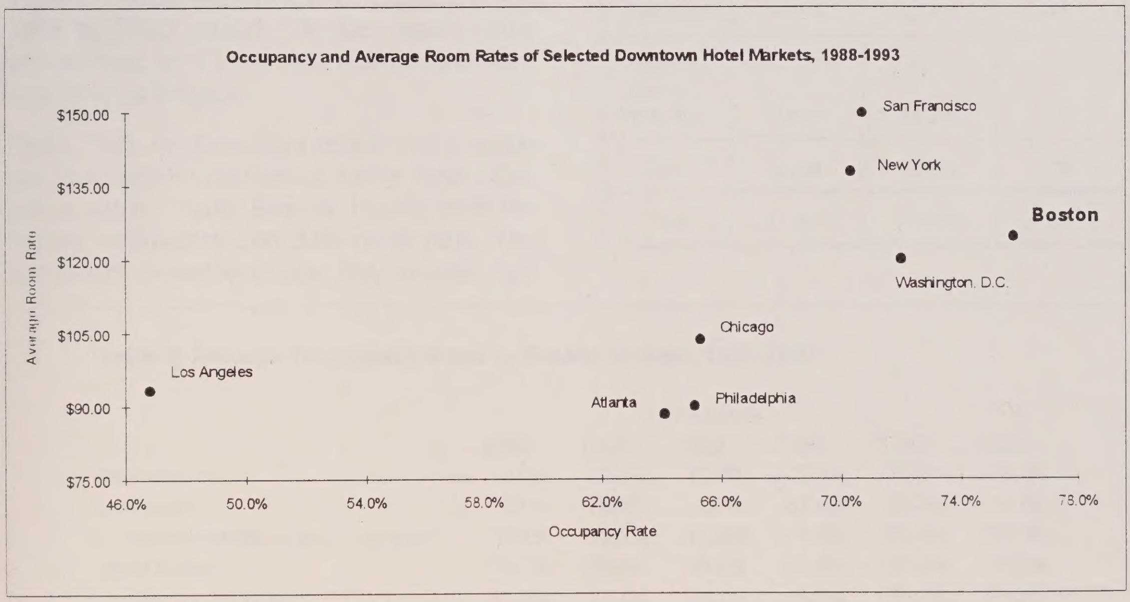
Boston continues to have one of the premier hotel markets in the nation as measured by occupancy and room rates, despite several years of national and regional recession. Demand from the business, convention, and tourist sectors will continue to pick up strength. Need for additional hotels will likely appear in the stronger markets such as in Downtown Boston. Boston's hotel market should prosper throughout the 1990s.

In 1993, Boston placed at the top in terms of occupancy when compared to other downtowns. Boston's hotels did over $379 million dollars of rooms business. In fact, an average hotel room in Boston was occupied 273 days and produced $31,700 dollars of room charges alone.

- ☐ Boston's average hotel room occupancy rate rose to 74.8 percent, which is a 3.8 percent increase above 1992 and 0.9 percent higher than the previous peak posted in 1988.
- ☐ Boston's hotel market has maintained the highest occupancy rate among seven other downtowns of comparable status -- Atlanta, Chicago, Los Angeles, New York, Philadelphia, San Francisco, and Washington D.C. The average daily room rate ranked third.
- ☐ Boston's average daily room rate continued to climb, reaching $116.11 in 1993, representing a 2 percent increase above 1992 and a 6 percent increase over 1988. After adjusting for inflation, 1993 room rates declined by 11 percent over 1988.
- ☐ The Downtown/Back Bay market posted an exceptional occupancy rate of 75.8 percent in 1993, above even the 74.9 percent peak reached in 1988. Average daily room rates increased by 9.2 percent over this period, to $124.59 from $114.09 in 1988.
- ☐ The hotel occupancy rate for Greater Boston rose to 73.2 percent in 1993 from 67.6 percent in 1991, a 5.6 percent increase. The average room rate in Greater Boston was $113.11, a 2.2 percent rise over the 1991 rate of $110.68. Greater Boston includes the City of Boston, Cambridge and Route 128.
- ☐ Higher-priced centrally located hotels in Greater Boston have proven to be the best performers in periods of both recession and recovery. Hotels with average daily room rates of $100 and greater held up better during two years of recession than the lower priced ones.
- ☐ The outlook for the Boston's hotel industry in the 1990s calls for a steadily improving market with strong occupancy and room rates through mid-decade; development of new hotels should occur in the latter half of the decade.

Executive Summary *Continued*





Boston and Regional Hotel Market Trends

The regional hotel market in Greater Boston showed signs of recovery in 1992 and 1993 following a slight decline 1989 through 1991. The Greater Boston hotel occupancy rate rose to 73.2 percent from 67.6 percent in 1991, a 5.6 point increase. The average room rate in Greater Boston was $113.11, a 2.2 percent increase over the 1991 rate of $110.68. (See Table 2, Table 3 and Figure 1.)

The Boston average, which is comprised of Downtown, Back Bay and Other Boston hotels (see Table 1), held up better than most other sub-markets in Greater Boston. The 1993 Boston average hotel room occupancy rate was 74.8 percent, 0.9 percent higher than the previous peak posted in 1988. The average daily room rate continued to climb, reaching $116.11 in 1993, representing a 6 percent increase since 1988. Unfortunately, room rates did not keep pace with national inflation, which was almost 20 percent in the 1988 to 1993 period. In fact, room rates experienced an 11 percent real decline after adjusting for inflation.

Since 1988, the Downtown/Back Bay average has consistently performed better than other areas within Greater Boston, having both the highest occupancy and daily room rate. The combined Downtown/Back Bay market has 9,232 hotel rooms in an area of approximately 3 square miles. This market posted an exceptional occupancy rate of 75.8 percent in 1993. even above the 74.9 percent peak in 1988. Average daily room rates increased by 9.2 percent over this period, to $124.59 from $114.09 in 1988

Following the sluggish years of 1990 and 1991. occupancy in the Route 128 hotel markets began to improve in 1992 and continued to do so in 1993. Occupancy rates in the 128 North market rose 9.5 points from 1990. to 60.8 percent, while 128 South increased by 2.5 points, to 63.5 percent, over the same period.

Table 1. Number of Rooms In Downtown Boston

Market Area	*Rooms*	*Percent*	*Hotels*
Back Bay	6,154	51.4%	12
Financial District \ Waterfront	3,078	25.7%	9
Other	2,734	22.8%	16
Total	11,966	100.0%	37

Table 2. Average Occupancy Rates in Greater Boston, 1988-1993

	Occupancy					
	1988	1989	1990	1991	1992	1993**
Back Bay	74.8%	73.0%	72.3%	72.3%	72.9%	76.4%
Downtown	75.1%	70.5%	72.7%	67.4%	70.3%	74.7%
Downtown/Back Bay Average*	**74.9%**	**72.2%**	**72.4%**	**70.7%**	**72.0%**	**75.8%**
Other Boston	70.7%	68.6%	66.6%	63.4%	67.4%	71.3%
Boston Average*	**73.9%**	**71.4%**	**71.1%**	**69.0%**	**71.0%**	**74.8%**
Cambridge	74.3%	72.4%	74.6%	71.3%	75.0%	76.7%
128 North	64.3%	64.5%	51.3%	52.8%	58.3%	60.8%
128 South	69.4%	59.5%	61.0%	59.4%	62.2%	63.5%
Greater Boston Total	**73.0%**	**70.0%**	**69.0%**	**67.6%**	**70.1%**	**73.2%**
National Average***	**66.3%**	**65.3%**	**67.2%**	**65.8%**	**66.8%**	**67.4%**

Note: *Downtown/Back Bay and Boston Averages are weighted on BRA room inventory.
**1993 represents unrevised data. Revised yearly data for 1993 will be available in PKF Consulting's "Trends", released December 1994.
***National Average for 1989 is based on mid-year data and 1993 is based on eleven months of data annualized.
Source: PKF Consulting "Trends in the Hotel Industry" and BRA, Research Department.

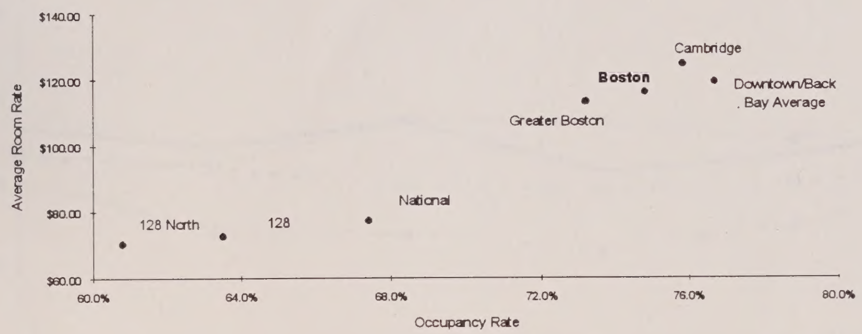
Table 3. Average Room Rates in Greater Boston, 1988-1993

	Room Rates					
	1988	1989	1990	1991	1992	1993**
Back Bay	109.64	114.54	115.18	120.69	121.16	125.14
Downtown	122.99	128.89	133.99	125.32	123.84	123.50
Downtown/Back Bay Average*	**114.09**	**119.32**	**121.46**	**122.23**	**122.06**	**124.59**
Other Boston	93.12	91.29	86.82	85.59	85.82	87.46
Boston Average*	**109.30**	**112.90**	**113.64**	**113.86**	**113.77**	**116.11**
Cambridge	109.49	113.64	117.37	114.25	114.98	119.19
128 North	68.84	71.68	69.75	64.90	68.16	70.16
128 South	67.71	71.09	69.50	71.38	70.80	72.46
Greater Boston Total	**106.64**	**111.32**	**111.63**	**110.68**	**110.30**	**113.11**
National Average***	**74.19**	**68.88**	**77.45**	**77.78**	**81.45**	**77.14**

Note: *Downtown/Back Bay and Boston Averages are weighted on BRA room inventory.
**1993 represents unrevised data. Revised yearly data for 1993 will be available in PKF Consulting's "Tr released December 1994.
***National Average for 1989 is based on mid-year data and 1993 is based on eleven months of data annu

Source: PKF Consulting "Trends in the Hotel Industry" and BRA, Research Department.

Figure 1. Average Occupancy and Room Rates in Greater Boston, 1993



Higher-priced centrally located hotels have proven to be the better performers in the Greater Boston hotel market during periods of both recession and recovery. Occupancy data illustrate that the upper two quartiles of hotels, with average daily room rates of $100 and greater, held up better during two years of recession than the lower two quartiles. (See Table 4 and Figure 2.)

The top quartile, with room rates above $120, peaked at 76.9 percent occupancy in 1990, fell to 70.8 percent in 1991, and recovered in 1993 with a robust 76.2 percent. The second quartile, with room rates of $100 to $120, reached an impressive 78 percent high in 1993, one percentage point above the previous high in 1990. This segment has proved to have the best performance, experiencing a stable occupancy rate in 1991 while the others were in decline.

The occupancy rates of lower-priced hotels, those with room rates of $100 and below, have improved significantly over the last two years. The third quartile, with room rates of $80 to $100, experienced the best year since 1990, with an occupancy rate of 70.7 percent. Over the same period, the fourth quartile, with room rates of $80 and below, has increased by five points to 68.5.

The Greater Boston Hotel Market Compared with Nine Other Selected Metro Regions

The Greater Boston hotel market, despite a slump during the national and regional recessions, has performed much better than the national average in both the occupancy and room rate categories. Since 1991 the Boston hotel market has maintained the

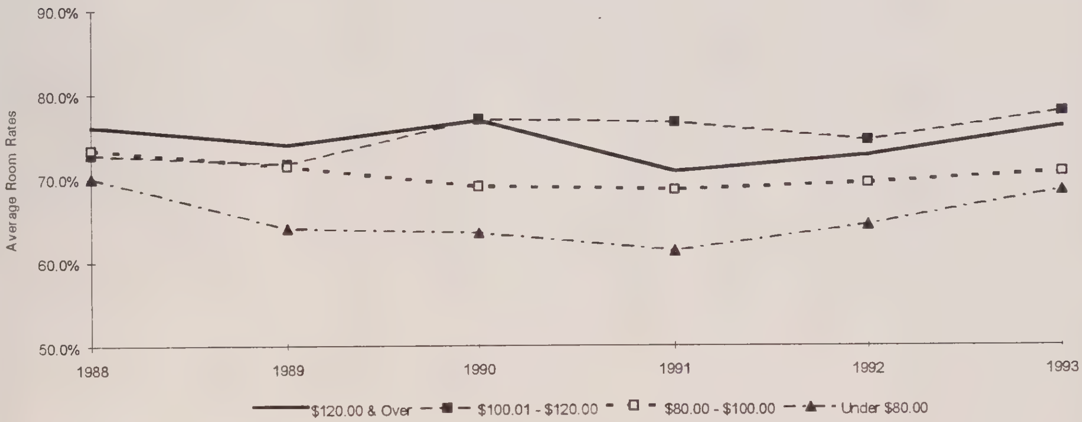
Table 4. Greater Boston Average Daily Room Rate by Occupancy and Price, 1988 - 1993

Average Daily Rate	Occupancy					
	1988	1989	1990	1991	1992	1993
$120.00 & Over	76.1%	74.0%	76.9%	70.8%	72.7%	76.2%
$100.01 - $120.00	72.8%	71.7%	77.0%	76.6%	74.5%	78.0%
$80.00 - $100.00	73.4%	71.4%	69.0%	68.6%	69.4%	70.7%
Under $80.00	70.0%	64.0%	63.5%	61.3%	64.5%	68.5%
Total	73.0%	70.0%	69.0%	67.6%	70.1%	73.2%

Note: Occupancy rates are based on revised data for all years, except 1993.

Source: PKF Consulting "Trends in the Hotel Industry"

Figure 2. Greater Boston Average Daily Room Rate by Occupancy and Price, 1988 - 1993



highest occupancy rate among the ten non-resort metro regions. During the same period, the average daily room rate in Greater Boston has remained one of the highest rates in the U.S.. Both factors are good indicators of the perennial strength of Boston's hotels. (See Table 5, Table 6 and Figure 3.)

A comparison of average hotel occupancy rates in Greater Boston with the nine other metro regions illustrates the strength of the Boston hotel market. In 1991 and 1992, Greater Boston ranked first in hotel occupancy with average occupancy rates of 67.6 and 70.1 percent, respectively. According to PKF Consulting, in 1993 Greater Boston's average occupancy rate of 73.2 percent again ranked first compared to rates for the other metro regions.

The average daily room rate in Greater Boston in 1993 increased 2.5 percent over 1992, reaching $113.11, ranking second only to New York. Boston's rate was nearly one and a half times higher than the $77.14 national average.

PKF Consulting projects that the Greater Boston hotel market will remain one of the healthiest markets in the nation in 1994. Occupancy is projected to be 73.5 percent, ranking slightly behind only San Francisco and Washington D.C. The average daily room rate is projected to be $115.25, placing Greater Boston third, behind New York and Washington D.C.

Table 5. Average Hotel Occupancy in Selected Metro Regions, 1988 - 1993

	1988	1989	1990	1991	1992	1993*	Projected 1994***
Atlanta	59.6%	59.0%	62.0%	60.0%	60.0%	67.0%	69.0%
Greater Boston	**73.0%**	**70.0%**	**69.0%**	**67.6%**	**70.1%**	**73.2%**	**73.6%**
Chicago	65.8%	63.0%	61.8%	61.7%	60.3%	66.8%	65.0%
Dallas	55.0%	60.0%	62.5%	59.2%	64.7%	65.0%	68.0%
Houston	56.0%	60.0%	62.2%	61.2%	62.8%	63.4%	67.0%
Los Angeles	70.4%	70.0%	67.0%	63.6%	61.0%	62.5%	62.0%
New York	77.0%	75.0%	73.0%	67.1%	68.6%	70.0%	70.0%
Philadelphia	71.0%	66.0%	65.0%	60.0%	63.0%	65.0%	71.0%
San Francisco	72.8%	70.0%	69.2%	66.2%	67.0%	71.0%	74.0%
Washington D.C.	70.0%	70.0%	66.0%	65.5%	68.0%	71.3%	74.0%
PKF National Avg**	66.3%	65.3%	67.2%	65.8%	66.8%	67.4%	69.6%

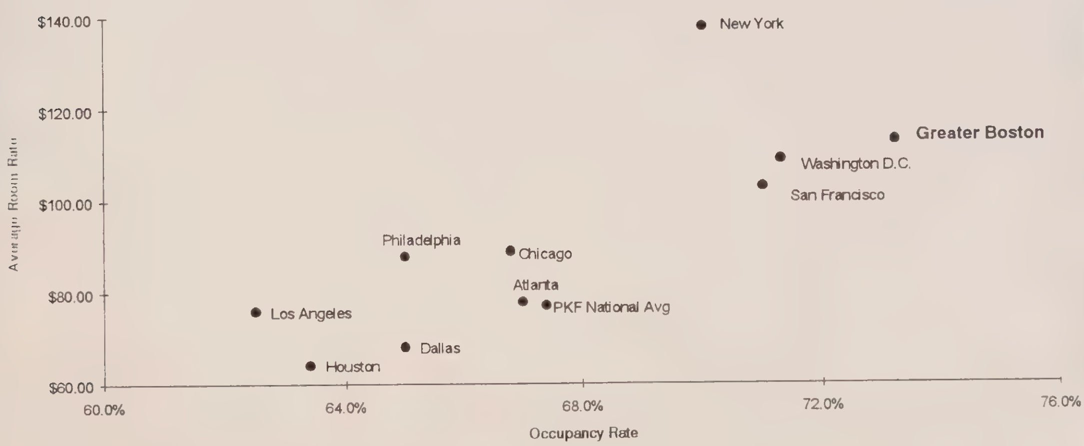
Note: *Figures for 1993 are based on eleven months of data annualized, except Boston.
**National Average for 1989 is based on mid-year data.
***Projections for 1994 are made by PKF Consulting.
Source: PKF Consulting, "Trends in the Hotel Industry" Annual Reports, 1988-1993 and BRA, Research Department.

Table 6. Average Daily Room Rates in Hotels in Selected Metro Regions, 1988 - 1993

	1988	1989*	1990	1991	1992	1993**	Projected 1994***
Atlanta	$66.21	$70.00	$63.00	$63.00	$76.00	$78.00	$80.00
Greater Boston	**$105.64**	**$111.32**	**$111.63**	**$110.68**	**$110.30**	**$113.11**	**$115.25**
Chicago	$79.67	$84.00	$83.07	$81.95	$84.70	$89.00	$86.50
Dallas	$63.00	$64.00	$67.77	$66.94	$61.02	$68.11	$69.00
Houston	$50.00	$50.00	$55.02	$63.97	$64.26	$64.18	$68.00
Los Angeles	$72.50	$74.50	$76.85	$75.70	$75.25	$76.00	$76.00
New York	$124.27	$133.00	$131.00	$135.66	$135.04	$138.00	$140.00
Philadelphia	$87.82	$95.00	$91.75	$89.50	$88.50	$88.00	$90.50
San Francisco	$106.54	$111.00	$104.51	$109.99	$100.00	$103.00	$107.00
Washington D.C.	$94.00	$99.00	$109.95	$129.53	$116.41	$109.00	$120.00
PKF National Avg	$74.19	$68.88	$77.45	$77.78	$81.45	$77.14	$85.08

Note: *Figures for 1989 are based on mid - year data, except Boston.
**Figures for 1993 are based on eleven months of data annualized, except Boston.
***Projections for 1994 are made by PKF Consulting.
Source: PKF Consulting, "Trends in the Hotel Industry" Annual Reports, 1988-1993 and BRA, Research Department.

Figure 3. Occupancy and Average Room Rates in Selected Metro Regions, 1993



The Downtown Boston Hotel Market Compared with Seven Other Downtowns

The downtown Boston hotel market, which includes the Waterfront, Financial District, and Back Bay, placed first in occupancy and third in average daily room rate when compared to seven selected major downtowns in 1993. (See Table 7 and Figure 4.)

Downtown Boston, with an impressive average occupancy rate of 75.8 percent, outperformed the other seven downtown markets. Only San Francisco, New York and Washington D.C., each with occupancy rates between 70 and 72 percent, approached Boston's. Atlanta, Chicago and Philadelphia each had downtown occupancy rates closer to 65 percent, while Los Angeles fell below 47 percent, most likely as a result of the earthquake.

A comparison of average daily room rates placed Boston third, at $124.59, behind San Francisco and New York with room rates of $149.78 and $137.81, respectively. At the same time, Boston's average daily room rate far exceeded that of Atlanta, Chicago, Philadelphia and Los Angeles, each with rates below $104.

The downtown Boston average daily room rate climbed regularly, reaching $124.59 in 1993, a two percent increase above 1991 and a nine percent increase over 1988. Nonetheless, after adjusting for inflation, 1993 room rates in downtown Boston declined by nine percent over 1988. At the same time San Francisco, Washington D.C. and Philadelphia all experienced real increases, exceeding the 19.5 percent rate of inflation from 1988 through 1993.

Table 7. Occupancy and Average Room Rates of Selected Downtown Hotel Markets, 1988-1993

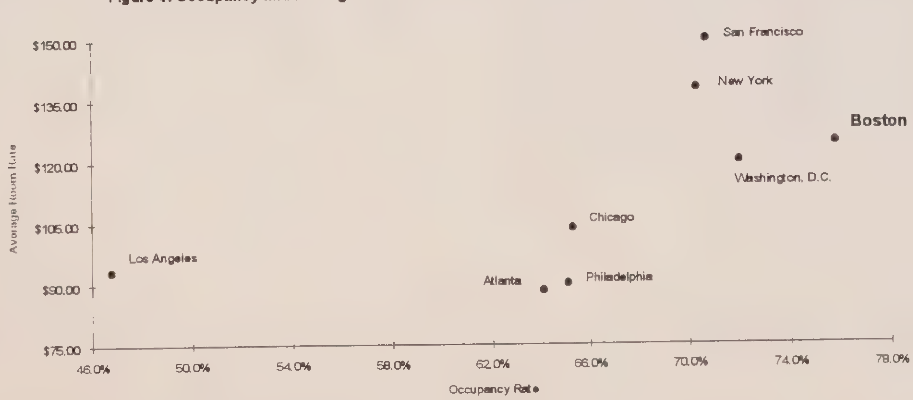
	1988		1991		1993	
	Occupancy	Room Rate	Occupancy	Room Rate	Occupancy	Room Rate
Atlanta	59.1%	$82.35	59.0%	$89.10	64.1%	$88.20
Boston*	**74.9%**	**$114.09**	**70.7%**	**$122.23**	**75.8%**	**$124.59**
Chicago**	NA	NA	64.6%	$102.75	65.3%	$103.53
Los Angeles	69.5%	$93.14	57.0%	$97.65	46.8%	$93.24
New York	76.3%	$117.04	67.1%	$135.66	70.3%	$137.81
Philadelphia	71.4%	$65.79	60.6%	$82.84	65.1%	$89.91
San Francisco	68.3%	$87.45	69.4%	$104.51	70.7%	$149.78
Washington D.C.	70.3%	$95.85	65.5%	$92.84	72.0%	$120.01

Note: *Boston occupancy and average daily room rate figures are a weighted average based on both the Downtown and Back Bay neighborhoods, excluding Cambridge and peripheral city locations.

**1988 Data not available for Chicago.

Source: PKF Consulting, "Trends in the Hotel Industry" Annual Reports 1988 - 1993.

Figure 4. Occupancy and Average Room Rates of Selected Downtown Hotel Markets, 1988-1993



Outlook for the National Hotel Market inthe 1990s[1]

The outlook for the national hotel market in the 1990s is cautiously optimistic after two decades of mixed performance. The early 1970s saw a boom in hotel construction when REITs (Real Estate Investment Trusts) made financing easily available. But by the mid 1970s and early 1980s financing slowed and fewer new hotels were being built. This period was characterized by improvement of occupancy and room rates in most national hotel markets. But by the mid-1980s, as newly deregulated Savings and Loan Banks made capital freely available, construction resumed at a rapid pace in many markets. The national hotel market, in the late 1980s, was beginning to soften as too many new hotel rooms entered the market. Occupancy and average room rates began to drop.

Since 1988 there have been few new additions to the supply and the market has improved. 1993 marked the first year of profits in the hotel industry nationwide since 1981. Increasing demand and constrained development in overbuilt areas set the stage for a healthy market in the mid-1990s.

Actions that the hotel industry has made to improve profitability in the 1990s include:

✓ Debt restructuring and lower interest expenses on existing properties

✓ Real estate tax rebates following appeals at the local level

✓ Expense reduction in all aspects of the business, including employment, food and beverage services, energy savings, marketing, deferred maintenance, and outsourcing contract work

✓ Reduction in building of new hotels

✓ Repositioning of hotels to maximize performance in market niches through changing affiliation, technology development, focusing on new demand segments, changing pricing, and other strategies

✓ Holding down room rates

Outside factors that have helped the hotel industry in the 1990s include:

- Foreclosures and conversion of debt to equity
- Reduction in management fees due to intense competition
- Less new construction due to the scarcity of capital
- Realistic valuation of hotel properties
- The end of the national recession

Coopers & Lybrand has prepared a forecast for the national lodging industry in the mid-1990s. They forecast U.S. hotel occupancy to rise from 62.3 percent in 1992 and 63.9 percent in 1993 to 66.1 percent in 1994, 68.2 percent in 1995 and 70.4 percent in 1996. Average room rates will go from \$59.57 in 1992 to \$67.88 by 1996. The positive prognosis is due to three main factors: 1) little new addition to supply, 2) the focus on profitability by existing hotels, and 3) strong international travel to the U.S. based upon the low relative value of the dollar.

[1] This section draws upon two sources: " The U.S. Lodging Industry; 1993 and Beyond," by Bjorn Hanson from The Real Estate Finance Journal, Spring 1994, page 15, and "An Overview of the U.S. Hotel Industry: Past, Present, and Future," by Stephen Rushmore from The Real Estate Finance Journal, Spring 1994, page 5.

Guests will see some changes in the hotel market in the 1990s:

- More renovations due to increasing profitability
- Slightly higher room rates
- Less room availability and more full days
- Changes of hotel affiliation (conversions)
- Closing of older and smaller properties

The stronger hotel market in the 1990s is reducing the national glut of hotels and spawning a growing demand for some new hotels in selected markets. Restrained new construction based on a modest outlook for the economy and on travel patterns will lead to improvement in the national hotel market. However, an open flood gate of capital could again lead to over building and a bust in the late 1990s.[2]

Boston Hotel Market in the 1990s

The outlook for the Boston's hotel industry in the 1990s calls for a steadily improving market with strong occupancy and room rates through mid-decade and the development of new hotels in the latter half of the decade.

Greater Boston experienced a weakened hotel market between 1989 and 1991 due to the regional recession. Compounding the situation were the many new hotel additions that were built around the region, even in less centrally located areas, which resulted in a surplus of rooms and higher vacancy rates in many of these areas.

Downtown, Back Bay and Cambridge are the best locations for business, tourist and conference visitors who need to be near the core for business, leisure or meeting purposes. Also, the transportation system of airport, mass transit, taxicabs, and the pedestrian environment is very supportive of these areas. Perhaps only the out-of-town driver or rental car customer can be as well served in the suburbs. Clearly, the hotels in downtown areas will do very well into the 1990s as they have already shown.

Surrounding the City of Boston are the hotel markets of Route 128 North and South. These markets experienced a drop in demand during the 1989-1991 time period due to explosive new construction coupled with the regional recession. Since mid-1992 these markets have started to make a comeback. In the 1990s these areas are expected to become marginally profitable.

Market segmentation is also a factor in the region. Greater Boston has the full range of lodging facilities that proliferated in the 1980s under robust "market segmentation" of hotel development properties. These include such categories of hotels as: super-luxury, luxury, all-suites, first-class, convention, and budget. Downtown Boston has a preponderance of the expensive luxury hotels simply because of real estate finance and the economic market selection of "highest and best use." However, the advantage of having a mixture of hotels, including the less expensive variety, may encourage development of these around fringe areas of downtown for the budget conscious visitor.

[2] " The U.S. Lodging Industry: 1993 and Beyond, " by Bjorn Hanson from the Real Estate Finance Journal, Spring 1994

Prospects for New Hotel Development

The projected demand for hotel rooms in Boston through 1997 indicates that the slowed hotel market of 1989 through 1991 was not a long-term trend, as evidenced by the recovery in the years of 1992 and 1993. In other words, the Boston hotel market in the stronger areas could support new hotels by 1997. Since 1988, the only new hotel built has been the Hyatt Harborside Hotel at Logan Airport with 270 new rooms. These will be the only new rooms completed before 1997.

Compared to a decade ago, Boston hotel developers today face tougher challenges in terms of available sites, cost of land, competing investments, availability of financing, and community plans. Development of luxury and first class hotel rooms dominated the hotel industry during the last fifteen years in and around downtown Boston. Of the 4,919 rooms built between 1978 and 1991, all but 343, or seven percent, were in the luxury and first class categories. But the more cautious approach to development today may benefit the region by preventing over building.

Recent trends still show that the more expensive lodging category is still the strongest. Mid-level and budget hotels comprise only 30 percent of the City's hotel rooms and are mainly located on the periphery of downtown, compared to a 43 percent citywide share of mid-priced and budget hotels in 1977. That share is low compared to most other major cities. However, Boston's higher priced hotels continue to experience high occupancy levels and the top two tiers of the hotel market may still present the best development opportunities.

One new hotel project and three major hotel renovations are in progress as of early 1994. The renovation of the Lafayette Hotel project is scheduled for completion in the spring of 1995. The anticipated renovation of the Parker House is expected to begin soon, and the renovation of the Colonnade was announced in October.

The only hotel nearing construction, planned by The John Drew Company, is at the World Trade Center (Phase 2) and is scheduled to have about 400 rooms. It is slated to be built at a site across from the World Trade Center on Commonwealth Pier in the Fort Point Channel section of South Boston. This project has all of its approvals and financing and, at present status, construction will begin in late 1994 or early 1995 with completion expected sometime in 1997.

Discussion of the relocation and expansion of the Hilton at Logan Airport has surfaced recently, while planning for development of a new luxury hotel in the Customs House tower remains active.

In summary, Boston's hotel market should prosper throughout the 1990s. Demand from the business, tourist and conference sectors should pick up strength in the mid-decade. New demand for additional hotels will likely appear in the stronger markets such as in Downtown Boston.

Methodology

This report compares Boston to nine other non-resort metropolitan areas and seven downtowns. The nine other metro areas are within the top 15 metro areas in the nation in terms of population. These metro regions are of comparable size and status to Greater Boston. Large resort regions such as Las Vegas, Anaheim and Orlando, which are not comparable, are not included.

The seven downtowns selected from the nine metro regions are comparable to downtown Boston. Dallas and Houston, having less clearly defined downtown areas, are excluded in the downtown comparisons.

The information in this report is principally derived from data made available through PKF Consulting, which conducts comprehensive surveys of hotel markets across the U.S. on a monthly and annual basis. Each month data are revised and released one year later in the same month. For instance, revised December 1993 data will be released in the December 1994 monthly update. The 1993 data in this report are unrevised survey data while all other years are based on revised data.. Where revised or full-year data are not available, either mid-year or eleven-month annualized figures are used as noted.

The Boston Redevelopment Authority (BRA) Policy Development and Research Department uses actual hotel room counts for determining the Boston and Downtown/Back Bay averages. The averages are derived from hotel room counts provided by the City of Boston Assessing Department applied to PKF Consulting survey data. The calculated averages "weight" each sub-market according to its relative size.

The BRA weighted averages are based on 11,966 total hotel rooms in the City of Boston distributed among 37 hotels. The Back Bay, with 6,154 rooms, represents 51.4 percent; the Financial District, with 3,078 rooms, is 25.7 percent; and Other Boston, with 2,734 rooms, is 22.8 percent.

Robert Amatruda
Brian La Boe
Gregory W. Perkins
Boston Redevelopment Authority
Poilcy Development and Research Department
Robert W. Consalvo, *Assistant Director*

October 1994